

THE  
ALABAMA  
COLLEGE  
SYSTEM



Community ☐ Junior  
Technical ☐ Upper Division

# PROFESSIONAL DEVELOPMENT news

VOLUME 4 NO. 2

DEPARTMENT OF POSTSECONDARY EDUCATION

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## FOURTH ANNUAL YEAR FOR PROFESSIONAL DEVELOPMENT NEWS

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SOCIAL SCIENCES

*The Professional Development News* was established in November, 1984 by Charles Payne, Chancellor, as a vehicle by which the Alabama College System could share its professional development accomplishments with industry, the legislature, the public, the nation and with each other.

Three years have passed and we are now beginning our fourth year and 18th edition of *The Professional Development News*.

Through the expertise, experience, efforts, and commitment of the faculty, support personnel and administrators of the Alabama College System, a new standard of professional excellence has been established. We can reflect upon the accomplishments of these three years with pride and with a sense of fulfillment.

"Faculty/Staff Involvement: Key To Success" headlined the January issue in 1985 highlighting the most ambitious professional development effort in the System's history — the November professional development workshops.

The Professional Development Task Force was praised in the next issue for its outstanding leadership in providing for an unquestionable auspicious first year with efforts including: (1) The Division Chairperson's Workshop, (2) the November workshops which took place on 20 campuses throughout the System, and the planning for the April Conference for Professional Development which included over 3,000 participants.

"Building Alabama's Future - A Twentieth Year Anniversary" included the final plans for the April Professional Development Conference of 3,000 with

51 different interest group sessions. Twenty-eight two-year college students were chosen by faculty members to represent their institution as a nominee for the "Most Outstanding Student" competition held at the April Conference. Drake Technical College had the first place winner from a technical college and Snead State had the first place winner in the Community/Junior college division. Jefferson State won the College Bowl Championship with a perfect 7-0 record. It was a very good year!

The last issue of the 84-85 year praised the Alabama College System for a job well done. By working together and by utilizing the expertise of the instructor/staff personnel throughout the System, Alabama received national recognition for its role in professional development.

The October 1985 issue had a double headline: "Governor Praises Two-Year System" and "Message From the State Board". The Honorable George Wallace, past governor of the State of Alabama, praised the Alabama College System stating: "Alabama can be proud of your accomplishments and successes. . . . Through the efforts of each of you, the faculty and staff of the community, junior, and technical colleges, Alabama has reached another milestone of success." Vice Chairman of the State Board, John M. Tyson, Jr. said, "The two-year college system personnel are to be commended for the planning and implementation of this nationally recognized professional development program."

The October issue included an article on the professional development for new

teachers in the technical field. A "New Teachers Institute" was established to provide new instructors with basic teaching and instructional planning techniques.

"State Board Approves Professional Development Plan" headlined Vol. 2, No 2 on December 1985. This issue contained the 1985-86 professional development plan for the Alabama College System, an overview of the November workshops and details on the April Conference workshop.

The February issue announced the establishment of "The Chancellor's Awards" which recognizes four individuals within the Alabama College System who have made especially noteworthy contributions and accomplishments as instructors, staff personnel, and administrators.

"Student Success Through Quality Education" was the highlight of the March and April 1986 issue. Over 2,500 System personnel met in Mobile for the second statewide professional development conference.

The outstanding students for 1985-86 were from Southern Union State Junior College and Bessemer State Technical College. The College Bowl winner for the state championship was Walker State Junior College and a student from Walker also was recognized for answering the most toss-up questions.

The winners of the 1985 Chancellor's Awards were: Dr. Marilyn Beck from Lurleen B. Wallace State Jr. College; Dr. Janice Roberts, Jefferson State Junior College; Fred Kapp, Bessemer State Technical College; and Judy Roberts of Enterprise State Junior College.



The September issue of 1986 made us aware that Alabama education was facing a budget catastrophe with a decrease of over 13 percent in System funds for 1986-87, which was compounded by a proration of six to ten-percent. One of the victims of the budget cuts was professional development. Despite inadequate funds, the System still designated six days for professional development dedicated to local college sponsored services.

"Professional Development Resource Center Established" headlined the December 1986 issue of *The Professional Development News*. In order to ensure continued interest and enthusiasm for the development of human resources, a Professional Development Resource Center was established on the campus of Athens State College. This Center contains current material available from reputable sources for professional development. On-site professional development programs were highlighted as another means of professional development in the December issue.

The February issue highlighted "Dimensions 2000" which is the first long-range plan ever developed in the System's 22 year history. The plan contained six goals and 46 objectives for improving the state's economy.

Highlights of the Professional Development Task Force Report included 15 recommendations for a comprehensive professional development model. An announcement of the upcoming "Celebration of Student Success and Professional Excellence" was included. Athens State College would be the site for the recognition of our outstanding student and System personnel.

The third volume of 1987 highlighted the "Celebration of Student Success and Professional Excellence" banquet on April 22. The recipient of the Most Outstanding Junior College student was from Northeast State Junior College and the Most Outstanding Technical College Student was from Bessemer State Tech. The 1986-87 College Bowl winner was

Southern Union State Junior College. The schools from which the "Chancellor's Award" participants are representative include Northwest Alabama State Junior College, Lora Conrad; Lurleen B. Wallace, Mr. Bev Smith; Wallace Community College in Dothan, Mrs. Mina Dickens; and Jefferson State Junior College, Ms. Tammie Brown.

*The Professional Development News* for the Alabama College System began its fourth year of publication with "The Chancellor's Awards" issue published in January. Professional development has played an integral part in the continued growth of the Alabama College System personnel during the past three years. As reflected in this recap of *The Professional Development News*, much has been accomplished and will be accomplished in the future by the dedicated faculty, staff, and administrators of The Alabama College System who continually strive for professional excellence.

## STRATEGIC PLANNING CONFERENCE

Mr. George Keller and Dr. Byron McClenny--two of the nation's foremost experts in higher education strategic planning--conducted a one-day conference for Alabama College System presidents and administrators. Over 150 people attended the conference, which was conducted to assist each college in developing and implementing institutional plans that complement systemwide priorities cited in The Alabama College System's long-range strategic plan *Dimensions 2000*.

Mr. Keller, author of *Academic Strategy: The Management Revolution in American Higher Education*, emphasized the importance of regional, state, national and international demographics in the strategic planning process. Dr. McClenny, a respected strategic planning consultant and practitioner, focused on "The Chief Executive's Role in Strategic Planning."

Implementation of strategic planning priorities established in *Dimensions 2000* is a priority for The Alabama College System in 1987-88. Excerpts from each presentation are provided for your review.

## STRATEGIC PLANNING FOR EXCELLENCE

By: George Keller

Strategic planning is a fairly new phenomenon that did not exist as recently as 10 years ago in the college and university world, and it has come on real fast. What has really happened between education and administration is a new dramatic change in the way we're running our schools, and that has come about because life itself in this country is changing very rapidly and it compels us all to behave differently, to think differently, to act differently on our campuses.

Those who do not look at the future, those who do not change their behavior, those who do not act differently from the way they have in the 60s and 70s will be in deep trouble in the years ahead. And, you will do no service to your state if you do not behave in a fashion that is modern and forward looking.

### THE NEED FOR CHANGE

In my view, higher education is going through the most wrenching change in the history of colleges and universities in this country. Therefore, there are several major changes that you need to go through. You need to move away from strict administration into management. That means not just administering on a

day-to-day basis, but managing your institution with an eye toward the next five to eight years--where it's going, how it's going to get there, what resources it's going to place where, what kind of people we'll hire and fire, and all the rest.

Secondly, you will have to move away, to some extent, from local concerns to addressing statewide and national issues. Unless you address the changes of this country and of Alabama as it participates in the changes of this country, you will not be doing yourselves, your students or your faculty a service.

Thirdly, higher education has moved from being useful as it has always been, to being a central and absolutely indispensable service for any state, country or nation in the world. From now on the race will be to the smartest, and the winners will be those who train their intellects and are able to deal with new conditions in the most effective way.

And, the last thing I want to say is that this country is moving from an era that concentrated on politics to one that needs to concentrate on economics. From now on, economic development, economic thinking and financial planning will be far more critical to the future of this state and to the lives of your



students than the politics that have so abundantly characterized the higher education system in Alabama and other states in the union. Central to all of this is strategic planning.

### STRATEGIC DECISION MAKING

Strategy is nothing more than a way of dealing with some threats of a very serious nature and of capitalizing on opportunities that are out there that others have not seen but you can take advantage of. It's a way of maintaining a kind of stability and even growth under very difficult circumstances, rapidly changing conditions and new and evolving opportunities. It is a way of thinking, it is a way of management, it is a way of running your lives and the lives of your institutions. What I'm really talking about is responding to rapidly changing conditions in a fresh, innovative and decisive way that takes account of educational centralities and economic urgencies.

What really counts in strategic planning is putting your institution somehow in touch with what is happening in Alabama and the nation and the world. The time for willful and internally driven initiatives is over; and, increasingly, the very tightness of the conditions that we face requires us to think more strategically and of putting ourselves in touch with the realities of this state and the nation. External factors have become absolutely critical.

Secondly, I think you need to think competitively, not only among yourselves as institutions but also as Alabama versus other states. This nation has become more competitive; and each state has become more competitive; and you need, therefore, to think with greater competitiveness as you run your institutions.

Thirdly, you need to think of the future more than of the present. Many people really are dominated by the past in the present and cannot make leaps into the future. The idea that there's a new world creeping up their backs or in front of their eyes seems to have little relevance; and it's that kind of blindness that is getting some institutions in very deep trouble, and it's that kind of behavior that we can no longer continue to use in the peak period ahead.

Fourth, about strategic planning, remember it is a continual process. In my view a good strategic plan can be written on the back of an envelope, and if it can't, it isn't a good strategic plan. You need to concentrate your energies and

intelligence in a few areas and keep doing it on a continual basis.

Another thing about strategic planning is that it isn't planning. It is strategic decision making that is critical. The easiest thing in the world is to draw up a blueprint. The hardest thing to do is to get people to move and to act in a proper fashion to carry out the blueprint.

And, last about strategic planning, we've come to realize that the central people in strategic planning are the people at the top. The greatest shortage in education, in fact, I would say the greatest shortage in our nation today, is leadership -- people willing to think carefully, to decide well, and to take action.

In addition, I suggest that you know your own campus and yourself. There is a very different style that campuses have; and you need to understand that, because if you've got a campus that is very timid and quiet and passive, it's probably going to be difficult to do some adventurous strategic planning in the short term.

### DEMOGRAPHIC CHANGE

I don't think you'll be able to run your institutions well or do successful strategic planning unless you understand the profound changes taking place in this country at the present time. This country is going through nothing less than a quiet revolution. You're all caught up in it and unless you understand it, you won't be able to respond intelligently to the scope and depth of this revolution.

The first set of changes are demographic. This nation is going through the steepest decline in births in the history of this country. About one-fourth of all high school students in this country will disappear between 1979, a peak year, and 1995, the bottom year. That's an amazing change in the number of potential students. Enrollment and admissions, therefore, will be absolutely critical in the period ahead. There'll be fewer and fewer students and more and more colleges and universities seeking these students. This means that not only will there be competition for students within state, but among the states there will be increased raiding as every institution scrambles to get its share of a shrinking pie.

Second, we are in the midst of the greatest immigration in United States history. By the year 2000, one-third of the entire population will be minority. This changes a whole lot of things that

colleges and universities need to deal with from the cafeteria to music in the juke box.

Third, we are becoming a geriatric society. The profile of American society is getting older and we will soon be among the oldest, demographically speaking, societies in the history of civilized life on this earth. About 14 percent of the entire population of the United States by 1990 will be over 65 years of age. By the year 2020, that number will jump to one-fifth of the entire population. This is a fascinating fact that has enormous implications for higher education.

First, people over the age of 55 are the fastest growing group of enrollees in higher education, particularly two-year institutions. This is an extraordinary opportunity for two-year institutions, because the traditional athletics, sorority, and fraternity-oriented colleges and universities will not want to deal with these people in large numbers.

A second factor about the geriatric society is that more and more of state and federal money has been moving toward the elderly and less and less toward education of the young. This year 30.2 percent of the budget is going to support the elderly and by the year 2020, 45 percent of all our tax dollars will be going to support retirees. This is a serious public issue. Our future is with the young people, and this country will be great or it will be smaller depending on how well we train and educate our young, not depending on how affluent we make our elderly.

A third element to this is that the geriatric society is slowly bankrupting this country. More and more of the elderly will be depending on a smaller and smaller group of the young to give more and more of their money from their pay envelopes to help retirees. The estimates are that somewhere between 30 and 40 percent of everyone's pay envelope within the next 30 years or so will be going for social security and medicare.

The geriatric society is a very, very important thing that is happening to our country. You need to be very conscious of that and you'll have to make some difficult choices and hard arguments to legislators about the importance of young people and their education.

One other interesting thing about the geriatric society is that it is a new opportunity for fund raising. The elderly are now the new rich. In 1986, for the first time in American history, the average



family headed by a person over 65 had a higher income than the average family headed by a person under 65. The possibilities, therefore, for deferred giving through wills to help our colleges is an opportunity we'll slowly take advantage of.

### SOCIAL CHANGE

The second major change in addition to demographics is the social change that's taking place, and this has enormous implications for our schools and colleges, too. The American family is falling apart. Today, 22 percent of all children in the United States live in single parent households, 91 percent of which are headed by females. And the worst of all is that 20 percent of the children in this country are now officially poor. We have a very rapidly changing family situation in this country, which has enormous implications for things like discipline in the schools, work habits, learning habits, and so forth.

A second major social change is that this country is becoming a nation increasingly divided into rich and poor. The facts that drive this change are education, failing stability and two parents working. This has especially important consequences for the two-year colleges, because you have been the educators of the less fortunate in our society. If the pupils you seek increasingly grow up without a family, or not finishing school or reading at the fifth- and sixth- and seventh-grade levels, this will make it increasingly important for you to work with the school and with families to strengthen the possibility of the young people in Alabama going through school.

### THE ECONOMY

A third major change is economic. About 10 to 20 million manufacturing jobs have moved offshore and states like Alabama have been especially hard hit. American agriculture, which has so long exported farm goods to the world, has lost most of its markets. We've lost half of our shoe industry, one-third of our steel industry, and there's not a single baseball made in the United States anymore. The Japanese have now taken 90 percent of the consumer electronics market, one-fourth of the automobile market, plywood, steel and many other industries.

As of the present time, we owe \$400 billion to foreign nations. We are the largest borrower of monies in the world market. We have a \$2.15 trillion national



**Strategic Planning Conference coordinators and presenters included (L-R) Dr. Lora Conrad, chair, Futures Planning Task Force; Dr. Byron McClenny, a strategic planning consultant and practitioner; Dr. Linda C. Wilson, executive assistant to the chancellor; George Keller, author of *Academic Strategy*:**

debt. And, other nations are beginning to doubt whether we have the will and the intelligence to save ourselves from economic disaster even though we are the richest nation in the world.

In some ways this economy is a very vigorous one. We created 11 million new jobs in the last 10 years. We are number one in aerospace, in chemicals and in dozens of industries we are world dominant. But, we will not hold on to this if we let other nations keep taking away world markets as we sit back and play silly small-town politics instead of world education and world economics like other nations are beginning to play. What America has to sell the world increasingly is brain power, and you are responsible for a good portion of the state's brain power. Any state, any nation which willfully decides to play silly politics and stay dumb is going to be increasingly poor in the period ahead.

### TECHNOLOGICAL CHANGE

The fourth major change is technological. It is now technologically possible for people in Alabama to get a pretty good education through modern electronics without ever setting foot in any of your colleges. You need to ask yourselves as presidents and as planners what to do about this. The only limiting factor here is imagination, intelligence on the one hand and money on the other.

*The Management Revolution in Higher Education*; and Chancellor Charles L. Payne. Over 150 people attended the conference, which was conducted to assist each college in developing and implementing an institutional strategic plan.

### EDUCATION CHANGE

The last major change is educational. There are two parts to this--the changes outside our institutions and the other is inside. The changes outside are that higher education is probably the fastest growing industry in the United States today. One out of six museums now offers college-level courses. Big city libraries now do so. Last year the military had four million students taking higher education, and government agencies taught seven million students. Eighteen corporations now offer degree programs. The strategic planning problem is do you hook up? Do you collaborate with them? Do you fight against them? What do you do?

Inside education, non-credit courses which community colleges have pioneered in are becoming as important as credit courses. We have 11.5 million people enrolled in colleges and universities for credit. Last year we had 17 million people enrolled for non-credit. The idea of college as being something of a post high school experience largely for full-time students is almost dead already and will increasingly be defunct as a concept by the year 2000. You need to think, to what extent will I reach these new people with such rich possibilities.

We have all sorts of things happening. You cannot sit back and behave as if the good old days of the 1970s will return. You must think, you must plan, you must help your faculties design with you a response that's appropriate for your section of Alabama and for this state.



# THE CHIEF EXECUTIVE'S ROLE IN STRATEGIC PLANNING

By: Byron McClenny

A lot of us in the business of higher education oftentimes get caught up in the rhetoric, but we're not as caught up in the day-to-day activities that will demonstrate to everyone that we truly are endeavoring to be what we desire to appear.

## STEPS IN EVALUATION, PLANNING, RESOURCE ALLOCATION

I think it's very critical as you look at **philosophy, mission and goals** to see them as foundations for strategic planning. What are the views of the future? What kind of collective vision is there? Are there philosophical debates that need to be undertaken? The best advice that I can give you is to have those debates that you need to have, resolve them and then move forward, because you're talking about something very fundamental, a foundation on which you build all other things.

A second point that is really critical for you is to have a commitment and ongoing assessment both looking inside as well as looking outside. **Environmental and institutional** assessments are vital. It is out of that assessment activity that you identify the strategic issues that you must face.

**Critical/strategic issues** must be identified clearly before going through a process of making decisions about them. You must have a commitment to making wise choices about the future development of the institution based on a clear understanding of what it is you face as an institution or a state system, or you're going to struggle.

The identification of strategic issues and the choices made as you grapple with the alternatives is what I call a **strategic plan**. A strategic plan is a description of the decisions that have been made. That's all it is. What decisions we made as a result of the identification of the critical issues, understanding the alternatives facing us and making choices about the direction we're going to pursue in a response to that level of understanding that has been developed through the process is terribly, terribly important.

**Development of action priorities, planning assumptions and planning guidelines** give you the bridge between strategic thinking and operational plans that are going to be carried out the next

year. If you fail to make that linkage, you may as well not go through the exercise of doing strategic thinking.

**Evaluation of outcomes** is particularly important as you grapple with the idea of institutional effectiveness as the new criterion of accreditation.

Development of **operational plans** involves every unit of the college, whether we're talking about an instructional division or a financial aid office, in planning in a way that will be supportive of and facilitate the implementation of the strategic plan of the institution.

**Budget development** is the next vital linkage. You can do all the strategic thinking you need to do and if you fail to link it to operation plans, your efforts are not going to produce the kinds of benefits that are really there as potential outcomes for you. The linkage between strategic thinking and operational planning and between both of those and the way you allocate resources is absolutely critical.

The final step is **external evaluation**--an outside group that comes in to take a look and to render judgments about whether or not we were doing what we said we were in business to do.

## PLANNING FOR OUTCOMES

I have never found a more powerful tool for moving an institution in these directions than planning as a goal. The process that allows you to go through facilitates the outcomes that I believe are important in the life of an organization -- goal orientation, high expectations, meaningful work, collaborative relationships, integration of resources, coping with realities, climate of trust and improved education for students.

**Goal orientation** means a shared vision about what your institution can become, in the future. Really effective organizations do have a vision of where they're going. Good planning can help you create a shared vision.

Secondly, as a college president, I want to find every way I can to reinforce a set of **high expectations** for performance. Again, good planning is an effective tool to help you do that.

The next point--**meaningful work**--is related to that. All of us want to

experience satisfaction in work, and good planning can help you do that.

Everything I know about effective organizations in every study I've seen in some way deals with **collaborative relationships**. Is there collaboration in your institution? If not and you desire it, again planning can be an effective tool.

**Integration of resources**--the ability to orchestrate things more effectively--can accrue to an institution that takes planning seriously and the measurement of results seriously.

Strategic planning or strategic thinking is the way you go about developing mechanisms within the institution to **cope with realities**. You have to be willing to identify what those realities are and then cope with them effectively.

**A climate of trust** among the people that come together to work toward common purposes is something that permeates the really excellent organizations in our land. It is one of the benefits over time that can accrue as a result of good planning and evaluation activities.

The true bottom line to this is **improved education for students**. That's why we're in business.

## PARTICIPANTS IN STRATEGIC PLANNING

Strategic planning just can't happen unless the chief executive officer is committed to making it happen. There are a lot of other people who can help, but your commitment is critical.

I have always found it helpful to have a **planning council** at work leading the effort for the institution or for the System. Faculty representatives would be people identified by the faculty council. They are not hand picked by the president. They are people who are trusted by the faculty. The support staff council and student government association would also identify the representatives they want. My point is that this group needs to have credibility. That's absolutely essential.

On occasion I've found it useful to bring in a **community advisory council**. Particularly for the first time through, I find that to be useful. This is a good mechanism for getting people to buy into what it is you're trying to do in your respective service area. It is an ad hoc



group that meets for a limited period of time and once the work is done, they disband.

**Faculty, professional and support staff; department chairs; and administrators** have representatives on the planning council helping to develop the strategic plan, but they also create the operational plans that have to be carried out. It is critical to cause people to come together to wrestle with the choices that have to be made. Operational plans developed by somebody else handed to you are not very likely to be implemented. So don't think that somebody else can write the plans that are going to be implemented. An instructional unit, for example, needs to be directly involved in developing the plan, because they then have ownership of it and feel a commitment to carrying it out.

#### THE STRATEGIC PLANNING PROCESS

One of the critical aspects of strategic planning is to **identify the issues** you must face in order to be successful. Many institutions fail to plan because

they say they don't have enough **information**. Stop and think about it for a moment--about all the reports you generate, about what's available from your local chamber of commerce, from the census bureau and the department of commerce. The trick is to translate all the data into useful information that can guide the thinking of the institution. That's what's critical. That's the task of the planning council and where their credibility is so important.

So it's not the chief executive sitting in his or her office saying here is what I conclude. It is a group of people who are seen as credible identifying the issue and alternatives and recommending the priorities. They buy into it and are a partner in trying to carry it out.

I always ask the planning council to develop **planning assumptions and planning guidelines**. Given what they've come to understand about what's going on inside and outside the institution, what would they like to share with their colleagues about assumptions for the future? What's likely to happen with high school graduates, employment or

unemployment and support for education? What trends are identifiable? Once they understand these, what kind of guidance would they like to provide? Hence, the planning guidelines.

Now that we have the strategic plan developed and have identified four or five focused **priorities** that will apply to next year, that will move us as rapidly as we can move to achieve the collective vision developed for ourselves. If we don't do anything else, we're going to focus our time and our energy and our resources on moving the institution in the directions that we've all said is important if we're going to be a healthy, thriving institution. That's what the planning council is asked to do as they come together each year.

Once the college is in a position to respond to this and this and this and this and has said that's important to do, then it must move to do what has been decided as important. If people have come to understand the issues in a way they never understood them before, the plan will have tremendous support on campus and in the community.

## CHANCELLOR RECEIVES OUTSTANDING SERVICE AWARD

Postsecondary Chancellor Charles L. Payne has been selected by the Alabama Association of Fire Chiefs (AAFC) as the first recipient of the association's Outstanding Service Award. Payne was selected for his leadership in establishing the Alabama State Fire College, the only program of its kind for firefighters offered in the United States.

Fire College programs are available statewide through Alabama's 21 junior and community colleges. A two-year associate degree in fire services management is currently offered by 10 Alabama College System institutions and a bachelor's degree program is available at Athens State College.

Fire College programs are coordinated by Shelton State Community College in Tuscaloosa. Some 800 students have enrolled in the program since it began in 1985. The program's curriculum, which was designed with assistance from fire chiefs, professional and volunteer firefighters and other members of the fire protection community in Alabama, provides services to approximately 30,000 fire-fighters.



The award was presented to Payne (second from left) by Chief Dewey Wales of Guntersville, AAFC assistant secretary/treasurer (left); Chief Gary Waters of Pelham, second vice president; Chief Junior Walker of

Cullman, president; and Chief Charles Wallace of Madison, secretary/treasurer.

Payne, a certified firefighter, has served as a volunteer firefighter and as a member of the board of directors at McAdory Volunteer Fire Department.



## COUNCIL FOR ALABAMA RESOURCE DEVELOPMENT

Even when the Council for Alabama Resource Development (CARD) seems to be quiet, a lot is going on under the surface. For this active Alabama association, networking is the keyword.

A major emphasis for members these past few months has been on Title III (Higher Education Act.) Several Alabama Public Colleges are busy implementing new projects or preparing competitive proposals to obtain institutional development funds for a wide range of programs. Approximately \$13 million in Title III money is already committed to Alabama this year, impacting significantly on student retention, institutional efficiency, professional development, and other programs. Professional networking is an important factor in the preparation of successful proposals. CARD membership is also keeping a close eye on the federal legislative process, with the House and Senate Joint Appropriation Committee deciding the funding level for Title III and considering a Senate

appropriation which would effectively eliminate a Title III competition for this year. CARD is keeping individual and institutional members informed and providing leadership in informing our legislators of the importance of Title III funds to Alabama.

CARD President Francis Mauldin (Wallace-Hanceville) recently announced the publication of a new Alabama Resource Development Handbook listing grant, contract, and foundation activities in the Alabama Two-Year College System and the contact persons involved at each institution. This Handbook is a valuable tool for college personnel involved in special programs or considering writing proposals for new programs, state and federal. Copies have been mailed to all college presidents. Ms. Mauldin also announced plans, formulated by the CARD Executive Board, for two workshops tentatively scheduled for February and August.

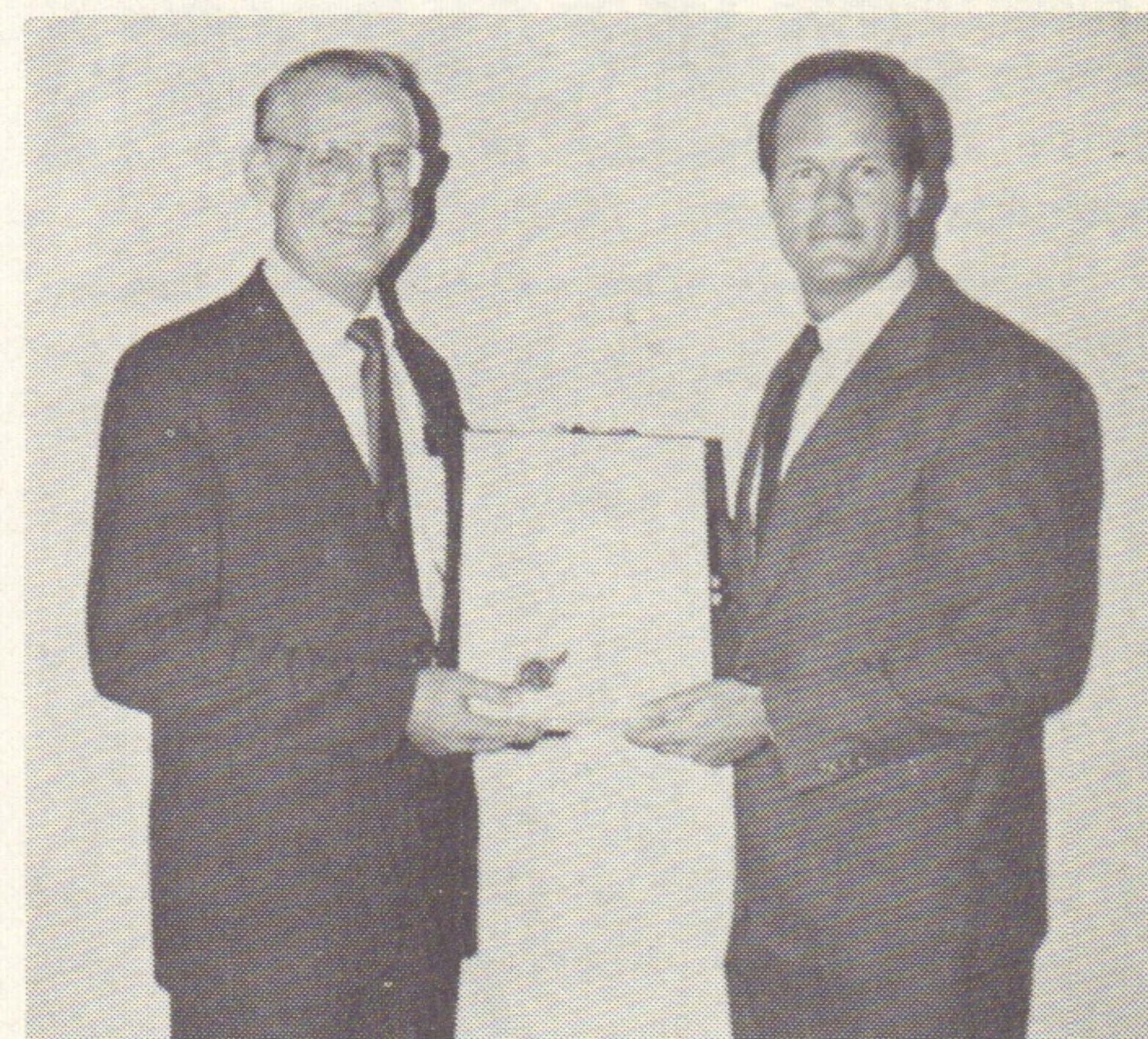
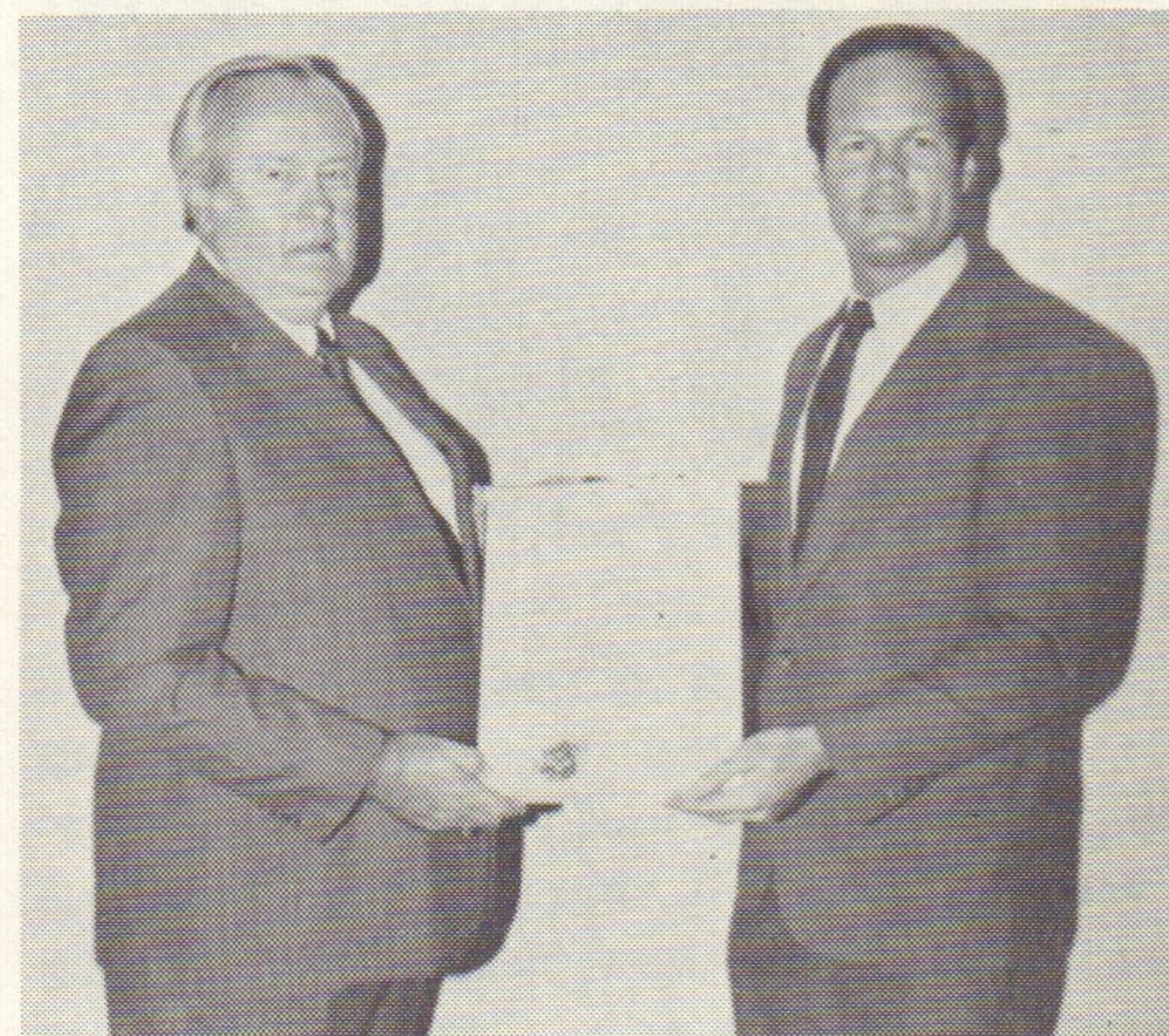


Tommy Gilmore, president of the Deans of Students' Association (left), coordinated an appreciation breakfast held recently in Birmingham for over 500 high school counselors. The event included remarks from Chancellor Charles L. Payne (second from left) and recognition of Dr. James Chasteen (right), president, Athens State College, which

has traditionally coordinated the event. Representing the Alabama Association of Counseling and Development are Ann Hartline, president, and Bob Comas, vice president. The breakfast was held in conjunction with the counseling association's annual meeting.



Victor Poole, District VII State Board of Education member (left), presented a resolution in recognition of Hugo Barton during a recent Board meeting. Barton retired as president of Muscle Shoals State Technical College on August 31, 1987 after 12 years of service.

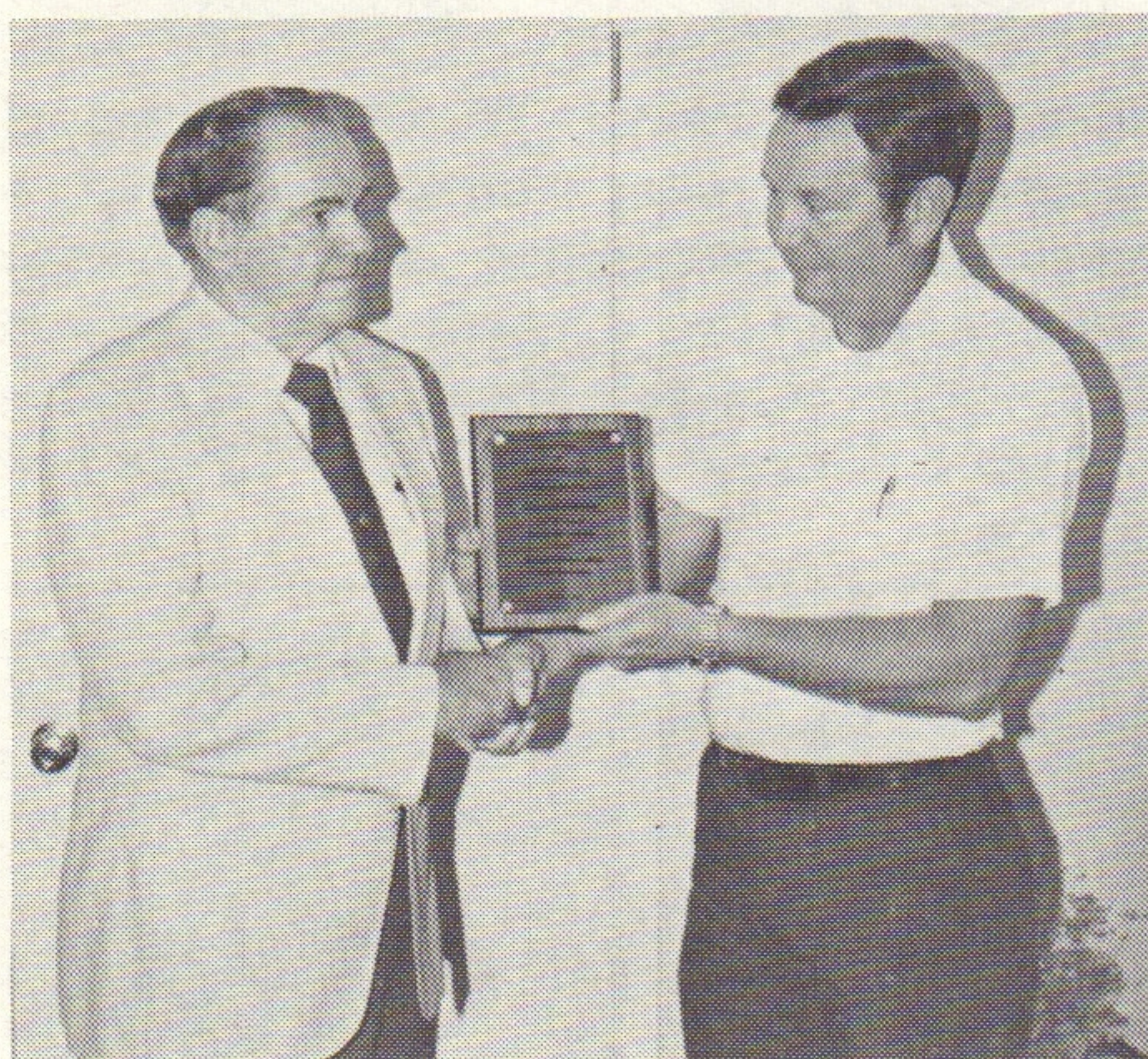


Steadman Shealy Jr., District II State Board of Education member, presented resolutions during a recent Board meeting in recognition of two retiring presidents. Glenn Brown retired as president of Opelika State Technical College on October 1, 1987, climaxing 13 years of service. Dr. Byron Causey, who has announced his intention to retire after 22 years of service in The Alabama College System, is the only remaining president still serving of the 15 originally designated junior college presidents in Alabama. He will remain as president of Alexander City State Junior College until June 30, 1988.





C. J. Pennington, (L), Milt Mulder (R)



Bill Sherlock (L), Milt Mulder (R)

Three retiring deans were recognized recently for their leadership and service by the Alabama Technical College Deans' Association. Milt Mulder, Association president (right), presented plaques to Bill Sherlock of Wallace State Community College/Dothan and to C.J. Pennington of Muscle Shoals State Technical College. Not shown is D.A. Hudson of Trenholm State Technical College.



Postsecondary Chancellor Charles Payne recently commended the Deans' of Students Association for developing The Alabama College System's first "Student Development Services Handbook." The handbook outlines systemwide programs and practices to be used in response to a changing student population.

## SIX TWO-YEAR COLLEGES DESIGNATED HISTORICALLY BLACK

At the request of Gov. Hunt, six Alabama College System institutions were designated as historical black institutions eligible to receive funding from the federal government.

Bishop State Junior College and Carver State Technical College in Mobile, Drake State Technical College in Huntsville, Fredd State Technical College in Tuscaloosa, Lawson State Community College in Birmingham and Trenholm State Technical College in Montgomery were designated eligible for the Strengthening Historical Black Colleges and University Program by the U.S. Department of Education.

In a letter to Secretary of Education William Bennett, Gov. Hunt wrote, "This designation will provide a minimum level of federal assistance to these colleges,

thereby enhancing their capabilities to provide continued accessibility to quality educational programs for low income minority students."

Each college may receive from \$350,000 to \$600,000 annually over a five year period. The money can be used to support such projects as the purchase, rental, or lease of scientific or laboratory equipment for educational purposes including instructional and research purposes; construction, maintenance renovation or improvement in the classroom, library, laboratory and other instructional facilities; the purchase of library books, periodicals, microfilm and other educational materials; and tutoring, counseling, and student service programs designated to improve academic success.



Chancellor Charles Payne and Debbie Dahl, director of fiscal services, Department of Postsecondary Education, presented The Alabama College System's 1988-89 budget to the Alabama Commission on Higher

Education on November 13. The operations request of \$190.4 million, which represents the needs of the System, was communicated to the Legislature on January 12.



## APPOINTMENT OF PRESIDENT OF MUSCLE SHOALS STATE TECHNICAL COLLEGE

The State Board of Education approved the appointment of Larry Wyman McCoy as president of Muscle Shoals State Technical College. McCoy replaces Hugo Barton who retired August 31 after 12 years of service.

McCoy and four other finalists were recommended to Postsecondary Chancellor Charles L. Payne by an eight-member screening committee chaired by Hoyt Jones, president of Hobson State Technical College. Other top candidates were Jerry Lee Beavers, director of student affairs, University of Alabama at Birmingham School of Nursing; Lora P. Conrad, dean of administration, Northwest Alabama State Junior College; Stephen B. Franks, dean of instruction, Patterson State Technical College; and Richard C. Mueller, superintendent, Polaris Career Center, Middleburg Heights, Ohio. Each of these applicants was interviewed by the Chancellor and members of the State Board of Education on August 26.

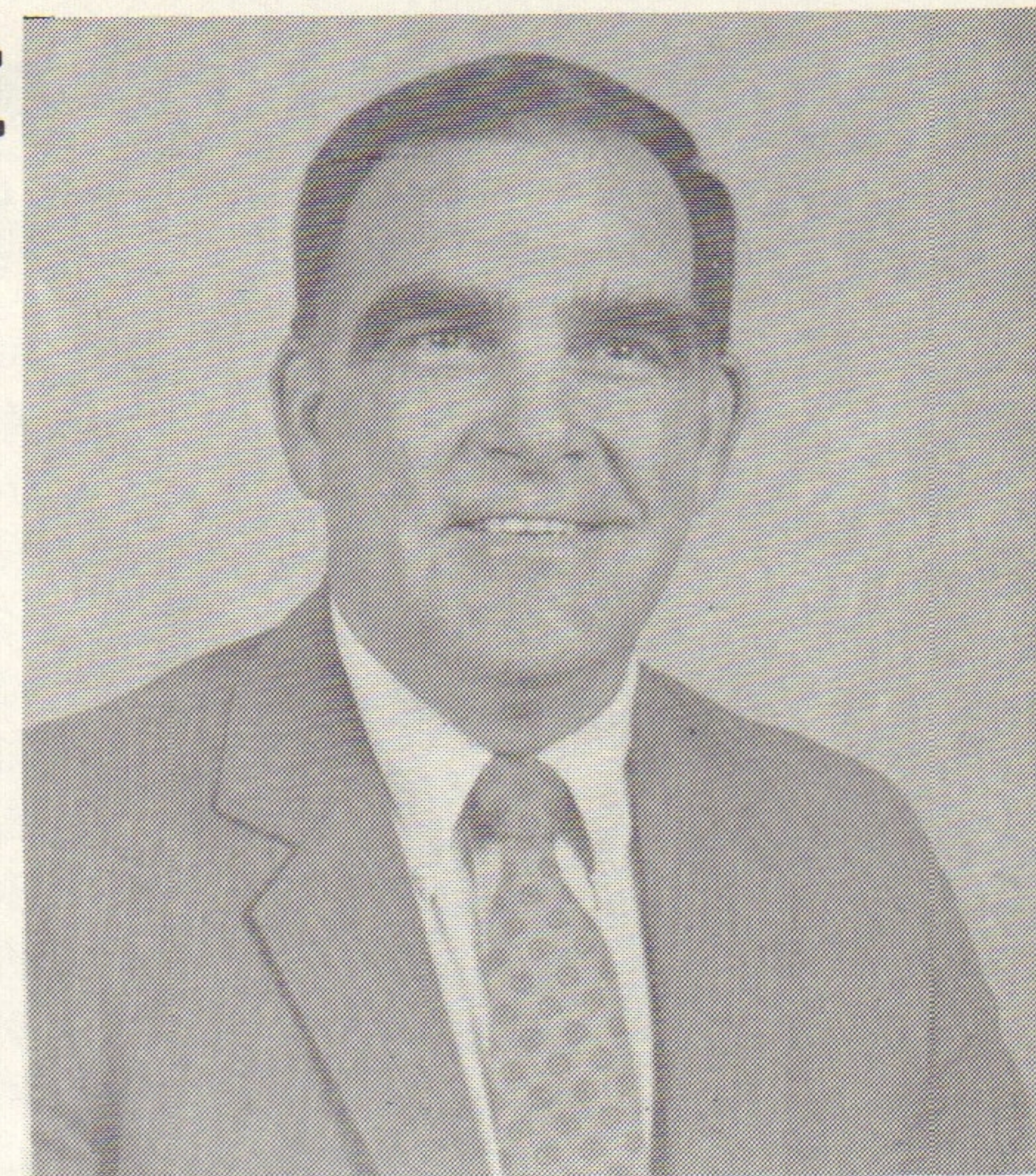
McCoy received an Ed.D. in community college administration from

Nova University in 1981 and a master's in counseling and guidance from Athens College in 1970. He received a bachelor's degree from the University of Alabama in industrial arts and physical education in 1962.

McCoy was employed at Athens State College in 1976. His duties as dean for student development included developing ad campaigns for the college and working directly with local industry and military personnel in formulating classes and training programs. He served on The Alabama College System's Professional Development Task Force and was co-editor of the System's professional development newsletter.

He has also worked as an assistant dean and director of admissions and records at Athens and as a high school football coach and athletic director.

McCoy is a member of the Southern Association of Student Financial Aid Administrators, Southern Association of Collegiate Registrars, Alabama Deans of Students' Association and Alabama Technical Deans' Association. He has

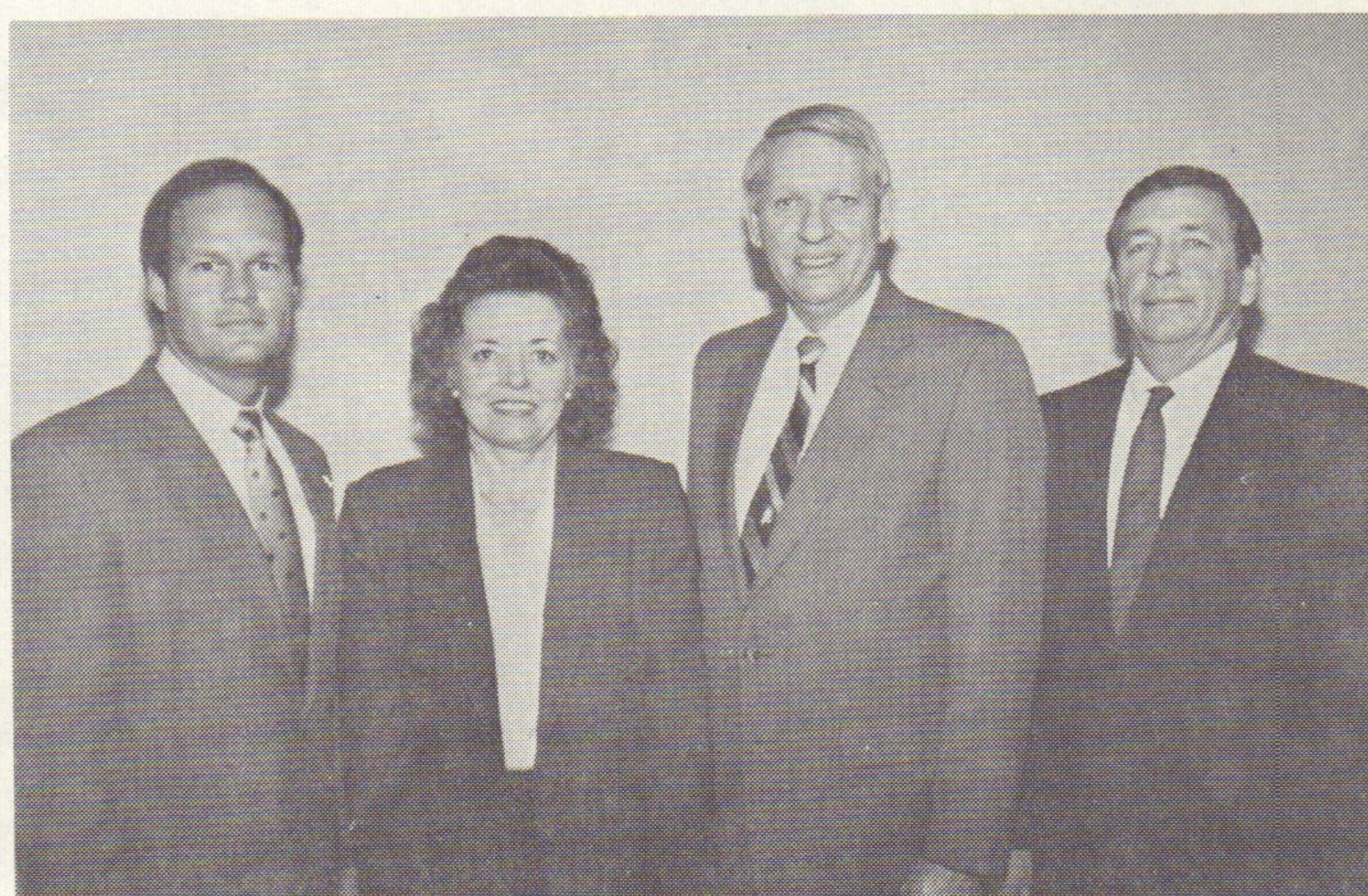


served as chairman of the Athens City Board of Education, as president of Athens/Limestone Chamber of Commerce and as a member of the board of directors of the Tennessee Valley Council of Boy Scouts of America.

Muscle Shoals State Technical College was founded in 1966. In 1985, the college served 790 students and 165 people enrolled in training for business and industry programs. Graduates earn a diploma, certificate or associate in applied technology degree in 18 career fields.



◀ **LEFT:** Vocational educators of the year and teachers of the year in selected instructional and vocational divisions were named recently by the Alabama Vocational Association. Dr. Tom Terry, (top, right) associate director for technical education, Department of Postsecondary Education, was named Outstanding Postsecondary Vocational Educator for 1986-87. Thomas Bruce (bottom, left) of Ingram State Technical College was named Postsecondary Vocational Teacher of the Year.



**Dr. Marilyn Beck, former dean of academic affairs, Lurleen B. Wallace State Junior College, was recently honored by the State Board of Education for outstanding state leadership and dedicated service to The Alabama College System. Posing with her are District II State Board of Education member Steadman Shealy Jr. (left), Gov. Guy Hunt and Chancellor Charles L. Payne.**



## APPOINTMENT OF PRESIDENT OF LAWSON STATE COMMUNITY COLLEGE

The State Board of Education approved the appointment of Dr. Perry W. Ward as president of Lawson State Community College in Birmingham. Ward has worked for the Birmingham Board of Education since 1975, first as coordinator of federal programs administration and, since 1979, as executive director of basic education.

Ward was one of three candidates recommended to Postsecondary Chancellor Charles L. Payne by an eight-member screening committee consisting of representatives of the institution, the local community, The Alabama College System and the State Department of Postsecondary Education. Earl Roberson, president of Carver State Technical College in Mobile, served as committee chairman.

The other top two candidates were Dr. David D. Freeman Jr., assistant to the

executive vice president, Shelton State Community College, and Dr. Dannetta Kennon Thornton, instructor of modern foreign languages and English, at Lawson State.

Ward formerly worked as adjunct professor of social work at the University of Alabama, as director of the Emergency School Aid Act Program at Miles College and in various positions with the Birmingham Urban League.

Ward is a graduate of Miles College, where he earned a bachelor's degree in social science in 1968. He received a master's degree in social work from the University of Alabama in 1972 and a Ph.D. in educational administration/higher education in 1975.

Ward is a member of numerous professional organizations, including the American Association of School Administrators, National Association of



Supervision and Curriculum Development and National Association of Administrators of State and Federal Education Programs. He has provided consultant services to an array of colleges and he has been actively involved in community and civic organizations.

His awards and recognitions include the Academy of Fellows Distinguished Educators Awards, Headstart Recognition for Outstanding Service and recognition by the Birmingham Urban League for outstanding leadership and dedicated service.

## CALHOUN PROVIDES SUPPORT

In an endeavor of continued commitment to serving the surrounding community, John C. Calhoun State Community College recently provided support services for a system-wide survey in the Lawrence County Schools. In December, 1987, the Office of Admissions and Records at Calhoun

Community College coordinated efforts to provide optical scanning services for a survey of students in Lawrence County Schools. Approximately 1,800 students in grades 5 - 11 participated in the effort, with the surveys being scanned and tabulated at Calhoun Community College.



Shown from left to right are: Ms. Jeane Reynolds, secretary in the Office of Admissions and Records at Calhoun Community College; Mr. Jim Evans, Counselor in Lawrence County Schools; Mrs.

Cathy Mansell, Office Manager in Admissions and Records at Calhoun Community College; and Dr. Carl Evans, Director of Admissions and Registrar at Calhoun Community College.

## DISPLACED HOMEMAKERS PROGRAM



A resolution was adopted during the January 28 State Board of Education meeting recognizing The Alabama College System's displaced homemaker programs, which annually assist over 3,700 people in becoming economically self-sufficient. Ruth Anderson Murphy (not shown) and Gloria Purifoy (second from left), a technical college student who is presently enrolled in the non-traditional field of industrial electricity, expressed appreciation to the Board for the benefits and opportunities the program provided. Shown with Ms. Purifoy are Chancellor Charles L. Payne (left); Ann Turnham Smith, coordinator of displaced homemaker programs, Department of Postsecondary Education; and Dr. Linda C. Wilson, executive assistant to the chancellor.



## DR. SUSAN PARKER OUTSTANDING YOUNG AMERICAN



Dr. Susan Parker, Director of College Promotions and Alumni at Calhoun State Community College was recently selected by the U. S. Jaycees as one of their Ten Outstanding Young Americans (TOYA). Dr. Parker has been with Calhoun Community College since 1972 and has worked her way up from a work-study student to her current administrative position. She received her Associate Degree from Calhoun, a B.S. from Athens State College, a Masters from the University of Alabama at Birmingham and her Ph.D. from the University of Alabama at Tuscaloosa all magna-cum-laude while working full-time during the day and attending school in the evenings.

The U. S. Jaycees honor 10 Americans each year "who exemplify the best attributes of the nation's young people between 21 and 40 years of age," according to a news release announcing the winners. Other recipients of the organization's 50th annual honor were:

Capt. John Anthony, Jr. of Colorado Springs, Colo., an astronautical engineer for the U. S. Space Command at Cheyenne Mountain Air Force Station who has contributed to development of the Strategic Defense Initiative Program, commonly known as Star Wars.

Ms. Ann Bancroft of St. Paul Minn., a 31-year-old special education teacher, was the first woman to reach the North Pole on foot. She made the 56 day trek during the Steger International Polar Expedition in 1986.

Son Duong of Cambridge, Minn., 29, is a self-educated native of Vietnam who arrived in the United States in 1975. He is a master welder who is involved in community programs for area youth and the elderly.

Doug Heir of Cherry Hill, N. J., 27, is a graduate of Rutgers Law School and 1987 World's Overall Best Wheelchair athlete. He suffered a broken neck in 1979 while trying to rescue a drowning child.

Archie Manning of New Orleans, 38, a pro football broadcaster, is a former New Orleans Saints quarterback. He is Vice-president of Morgan Keegan Inc. and a spokesman for several New Orleans area companies.

Gerald Kilian of Dekalb, Ill., 34, is a retail store manager who launched the K-Mart Angel Tree program designed to help children during the holiday season.

Paul Sheriff of Honolulu, 28, is president of Rolling Thunder, a manufacturer of clothes for the physically disabled. Sheriff started the company after rehabilitating from an automobile accident that left him paralyzed from the waist down.

Rick Sutcliffe of Lee's Summit, Mo., 31, is a pitcher for the Chicago Cubs who earned the 1984 Cy Young Award for his

efforts in leading the team to a division title. He has participated in charity events that have raised more than \$150,000.

Dr. Gary Smith of Baltimore, 34, is an instructor of pediatrics at the John Hopkins University School of Medicine. He suffered a severe case of polio at age 3 that left him physically disabled.

"This is really a wonderful honor for Susan," said Hartselle Jaycee President Eric Summerford. "She's truly a very deserving individual and represents our county in the highest traditions possible. I could not imagine such an honor going to a more qualified person."

Summerford said Dr. Parker was nominated by the organization for the state award. Each state names 10 winners, whose names are submitted for the national awards.

"I think it's super," said Alabama Jaycee President Keith Word. He said Mrs. Parker is the first Alabamian since 1966 to receive the award.

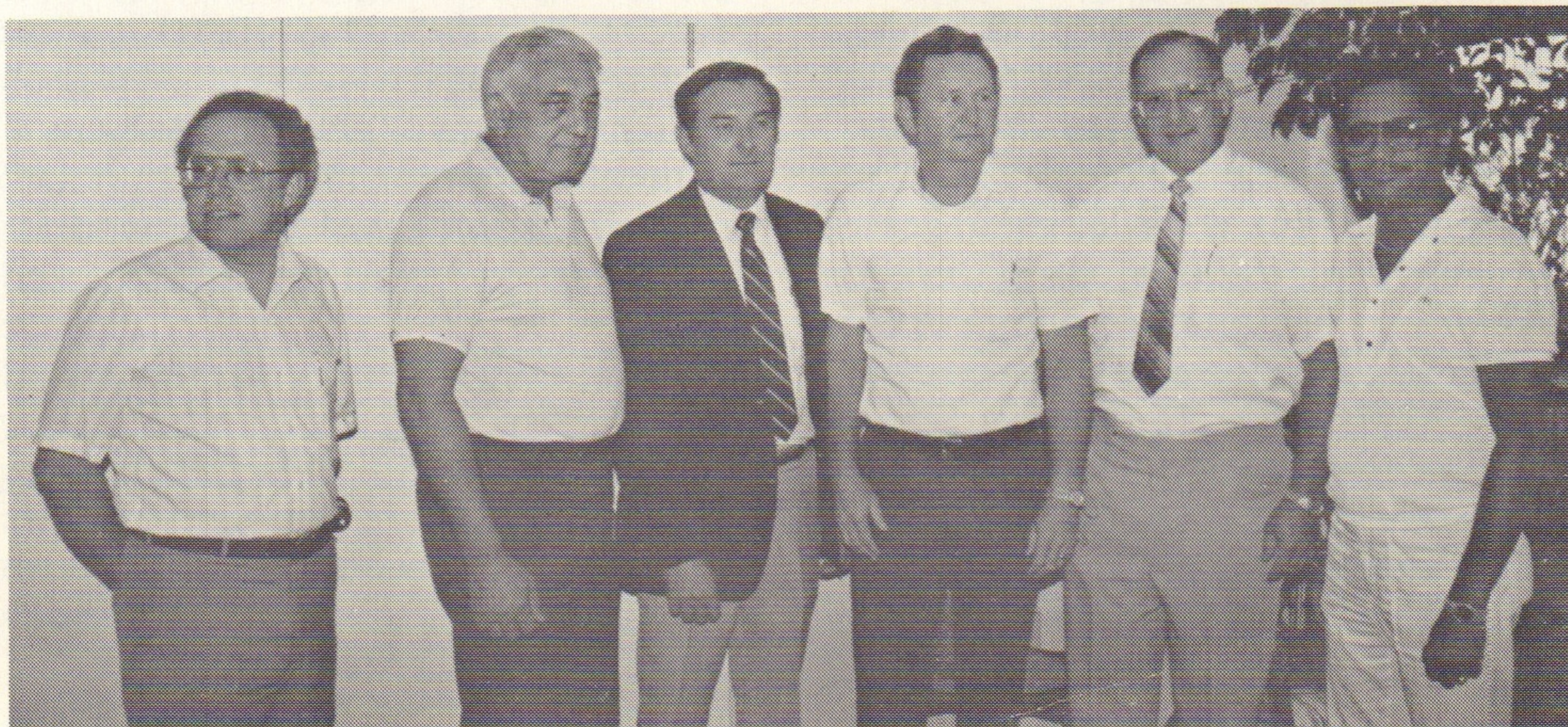
The ceremony will be telecast on Saturday, February 27 at 6:00 p.m. on cable television's Financial New/Arts and Entertainment Network.

She said she was asked to pick out music to play as she walked onstage to receive her award, and she selected "My Home's in Alabama" by the country music group, Alabama.

For the awards dinner, Mrs. Parker was interviewed, and a videotape of her responses was played before she went onstage to accept her award.

"I'm just overwhelmed and awed," said Dr. Parker. Dr. Parker and her husband State Representative Paul Parker reside in Hartselle. She is a native of Eva, Alabama and is the daughter of O. Z. Davis of Eva and Jessie Davis of Hartselle.

**Former Alabama Technical College Deans' Association officers Thomas "Pap" Morris of Nunnelley State Technical College (second from left) and Jimmy Jones of Alabama Aviation and Technical College (second from right) pose with association officers for 1987-88. They are Dr. Steve Franks, Patterson State Technical College, treasurer, (left); Hugh Kynard, Shelton State Community College, vice president; Milt Mulder, Ingram State Technical College, president; and Willie T. Brown, Drake State Technical College, secretary.**



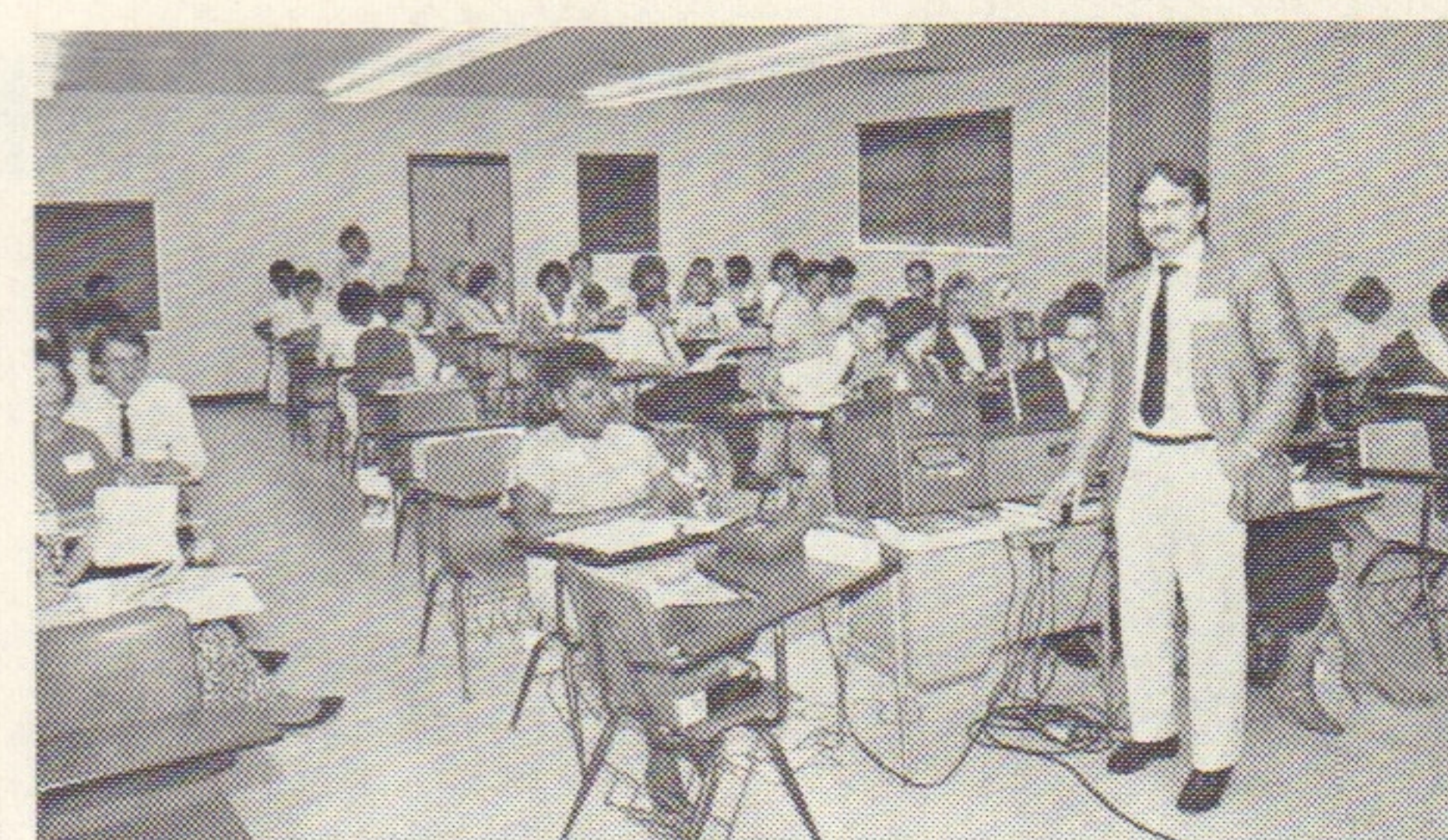




Dr. Tom Terry, associate director for technical education, Department of Postsecondary Education (right), congratulates Jack Kirby of Hobson State Technical College, who was selected by the Alabama Technical College Deans' Association as Outstanding Technical Dean for 1987. Kirby was chosen for his lifelong achievements in vocational/technical education, which have been guided by a commitment to institutional and systemwide quality, excellence and leadership. He served as president of the Deans' Association in 1986.



**Implementing Dimensions 2000: A Report of the Futures Planning Task Force** was received by the State Board of Education at the December 17 meeting. The Board commended the work of the task force, which was chaired by Dr. Lora Conrad of Northwest Alabama State Junior College.



Over 140 college business office personnel attended basic fund accounting workshops in July and August at Jefferson State Junior College, Trenholm State Technical College, and Wallace State Community College/Dothan. Each workshop provided an overview of current, plant, and loan funds and a review of The Alabama College System's annual financial statement. The fund accounting package was purchased from the National Association of College and University Business Officers (NACUBO) with professional development funds. Brian Wilkinson, comptroller, Jefferson State Junior College, and three System business officers served as instructors to tailor the package to The Alabama College System's accounting procedures.

## CHANCELLOR'S PERSPECTIVE

The Alabama College System's commitment to making wise decisions about the System's future direction has resulted in development of our first long-range strategic plan. *Dimensions 2000* represents a new comprehensive vision of the System's role in building Alabama's future. *Implementing Dimensions 2000: A Report of the Futures Task Force* identifies action priorities and planning guidelines that will move us to achieve the collective vision we have developed for ourselves. The foundation has been laid and the challenge now faces us.

One of our major goals through the year 2000 is to employ, retain and develop competent, caring personnel. The Alabama College System is an essential resource for building Alabama's economic future. To lead Alabama into a full economic partnership will require our System to maintain an unsurpassed commitment to professional development — the only sure approach to institutional effectiveness and instructional excellence.

Your comprehensive involvement in planning and implementing the strategic

plan of your institution is critical to the success of *Dimensions 2000*. All Alabama College System personnel must continue to work as a team in providing innovative ideas and developing a more responsive educational program for Alabama students. Guaranteeing every student the greatest possible opportunity for lifelong success is the most important aspect of our educational system. This is why the professional growth of each individual associated with the Alabama College System is vital.

We have much to be proud of in this endeavor. Your commitment to systemwide strategic planning has provided the leadership and vision for meeting the real needs of Alabama through the year 2000. Furthermore, I genuinely appreciate your support during the four years I have served as Chancellor.

Sincerely,

Charles L. Payne  
Chancellor

